



INSTITUTE OF TECHNOLOGY
TRALEE
INSTITIÚID TEICNEOLAÍOCHTA TRÁ LÍ

OUR STRATEGY FOR THE FUTURE

2014-2016

STRATEGIC PLAN 2014-2016



FOREWORD by the chair of the Governing Body

The Institute of Technology Tralee has a long standing reputation for quality in education and research. The Institute has served the region and our communities extremely well throughout its history, providing solutions for business and industry, support for communities and access to higher education across all sections of society. It is imperative that the Institute avail of each and every opportunity through which it may increase its influence and enhance its service to the region.

This strategic plan outlines the goals which the Institute will pursue on this path and it will provide guidance to those leading the Institute through this very exciting period in its history.

This strategic plan has been closely aligned to the Compact agreed between the Institute and the HEA and provides clear measurable targets covering the plan's duration.

The next number of years are of great importance to the Institute. As the merger with Cork Institute of Technology to form the Munster Technological University progresses it is important that the Institute has a clear strategy to follow to ensure that the needs of the region, our students, staff, business, industry and all stakeholders are served in the best possible way.



Introduction by the President

The strategic plan 2008-2014 provided the roadmap for the Institute of Technology, Tralee (IT, Tralee) to successfully navigate through the difficult national economic climate of the last number of years. The Strategic Plan has assisted in the continued growth and development of the Institute and has greatly enhanced the significance of the Institute across the region. The last four years have seen significant change in the national Higher Education context. The Institute has kept pace with national trends and changes and continues to strengthen its position on the national and international stage.

It is with a great sense of optimism that we look to the future in the confidence of knowing that the Institute has the resource, skill, knowledge and ability to develop and grow to meet the challenges of this new era in Higher Education. The recent "Strategic Dialogue Compact" developed by ITT and agreed with the HEA informs our Strategic Plan. The compact is the outcome of a process of strategic dialogue that reflects current national objectives in higher education and sets out to "align the missions, strategies and profiles of individual higher education institutions with national priorities, and to agree strategic objective indicators of success against which institutional performance will be measured and funding allocated".

The Institute has actively participated in this national programme and has agreed areas of focus linked with specific Institution objectives and performance indicators. In

participating in this process, IT, Tralee and the HEA have agreed that a balance must be struck between institutional autonomy and public accountability. With this in mind this strategic plan reaffirms the mission, vision and values of the IT, Tralee while setting out the strategic goals of the Institute up until 2016.

In order to plan for the future it is always beneficial to look to the past. In reviewing the last strategic plan which was entitled "*Creating Our Future*", that plan was correctly positioned as an appropriate platform upon which to launch the next phase of development and maturation of the Institute as a crucial component in the educational, socio-economic and cultural development of the region. The original goals of that strategic plan which are outlined below are as relevant today as they were when first defined:

- Quality Learning and Teaching Experience;
- Academic Differentiation;
- Greater Significance within the Region;
- Enhanced Alliances and Collaborations.

The currency and relevance of these goals has seen them form the valuable foundation stones for this Strategic Plan and for the goals which it sets out up to 2016.

Dr. Oliver Murphy
President, Institute of Technology, Tralee

OUR MISSION

The mission statement of the Institute of Technology, Tralee provides the bedrock for the development of this Strategic Plan. It continues to embody the statement of purpose for the Institute, ensuring that our core objectives remain to the fore.

“Sárobair a dhéanamh i dteagasc, i dtaighde agus in obair fhorbartha chun leasa mac léinn, na tionscalaíochta agus an phobail i gcoitinne.”

“To excel in teaching, research and development work for the benefit of students, industry and the wider community”.

OUR VISION

The role of the Institute is, within the framework of national and international developments in higher education both within the European Union and more generally within the OECD states, to provide:

- in an efficient and effective manner;
- in an appropriately resourced and supportive environment;
- within a framework of equality of opportunity.

Easily accessible, multilevel, programmes of teaching, research and development activity which:

- develop a deep understanding of the chosen field of study; develop a capacity for independent critical thinking and foster academic scholarship;
- provide for initial and ongoing training and development of professional, managerial, practical and technical skills;
- afford students and staff of the Institute opportunities for intellectual and personal growth;
- lead to awards which are recognised nationally and internationally;
- contribute to the knowledge and human resource base relevant to, and needed for, economic, social and cultural development of the State in general and of the region served by the Institute in particular, and to co-operate and collaborate with other bodies with similar missions;
- are of the highest quality standards and bear the hallmark of excellence.



OUR VALUES

In carrying out our activities, and in developing our plans for the future, we are guided by a number of core principles, through which we are committed to:

- Ensuring that the learner is at the centre of our activities and plans;
- Recognising the importance of staff development and performance management;
- An expectation of high standards of professionalism and performance;
- Ensuring that appropriate standards of knowledge, skills and competence are applied across all programmes offered by the Institute;
- Continuous quality improvement in all our activities through the development and implementation of a wide range of quality assurance procedures covering all our operations;
- Continuous development of our portfolio of activities;
- Operating to the highest standards of Health and Safety;
- Operating in a spirit of openness and transparency with our stakeholders, including staff, learners and the general public, through the provision of relevant and timely information in accessible formats;
- Operating in an inclusive way in all activities and taking a partnership approach where possible;
- Developing in a partnership and collaborative manner with other institutions and bodies to ensure the highest quality programmes are widely available to learners;
- Encouraging the use of innovative and entrepreneurial techniques in our teaching, learning, research, consulting and development activities;
- Maintaining a policy of equal opportunity and treatment for all staff and learners;
- Supporting and implementing national education policies, including the enhancement of access, transfer and progression opportunities for learners, and ensuring fair and equitable assessment mechanisms for learners.

CONTEXT

Since the publication of the Institute's last Strategic Plan significant change has taken place across the higher education sector in Ireland. The *National Strategy for Higher Education to 2030* was published in January 2011. This publication highlights the multitude of challenges which higher education will face while acknowledging the pivotal role which higher education institutions will play in the growth and development of the nation.

The report outlined that "Ireland requires a network of outward facing Institutions that are ready and empowered to respond to a varied set of challenges while building on their international reputation of strength and excellence". (*National Strategy for Higher Education to 2030*, pg. 2).

The centrality of HEI's such as IT, Tralee in driving the future economic, social and cultural growth of Ireland is prevalent throughout the publication. The plan highlights areas for focus over the period to 2030, many areas and objectives are ones which the Institute had identified as being key areas of focus for the future. Areas highlighted in the *National Strategy for Higher Education to 2030* include (but are not exclusive to):

Participation - supporting the widening and growth in higher education participation across society, building capacity in lifelong learning, changes to system funding and building stronger linkages to support enhanced progression opportunities.

Quality of the student experience - identifying an increased commitment to the "teaching and learning environment in respect to the breadth of curriculum and skills assessed as well as in the quality of teaching itself".

Quality of teaching, scholarship and external engagement - pointing to the need for consistent and reliable data in order to reinforce continual improvement.

Research and innovation - The choice of research priorities will be informed by the potential for national, economic and social returns.

Engagement - should permeate all aspects of HEIs activities, allowing for outward facing Institutions.

Internationalisation – recognition of the importance of the opportunities presented by the global environment in attracting the best international talent, resources and students to Ireland.

The importance of the challenges identified has highlighted the need for equivalent focus on systems governance, sustainability and equity in funding across the Higher Education Sector. This has in turn brought into focus the reality of consolidation and amalgamation across HEIs in order to reach scale and capacity in meeting the challenges of the future.



The Institute has over recent years been engaged with our collaborative partner Cork Institute of Technology (CIT) with the intention of merging to form the Munster Technological University (MTU). The process and criteria associated with attaining designation as a Technological University are comprehensive and significant.

We have engaged fully with the process and our interaction with CIT and the ultimate goal of Technological University designation has contributed to the development of this plan. In June of 2014, IT, Tralee and CIT jointly submitted the document *"Establishing the Munster Technological University"* to the Higher Education Authority. The document is a detailed consolidation plan in accordance with Stage 2 of the published process for Technological University Designation. The process of compiling the submission and the resultant publication has also influenced this Strategic Plan. Indeed Technological University designation is a goal of this Strategic Plan.

The development of this Strategic Plan has required the consideration of the national policy objectives of the Government and governing agencies such as the Department of Education and Skills and the Higher Education Authority. It has been constructed with knowledge of national priorities, international trends in higher education, past experiences of the Institute, with acknowledgement of potential threats, stakeholder feedback and regional needs. All of these items were considered with the overarching knowledge of the planned merger with CIT and resultant designation as the Munster Technological University.

The Institute acknowledges the support of the HEA in completing the recent strategic dialogue process and the value which resultant outputs have provided to the formulation of this Strategic Plan. Each of the schools and departments has adopted the IOTI Integrated Strategic Planning & KPI Framework to build, through its programmatic review process, a combination of strategic and operational objectives and related KPIs that are directly linked to the seven priority areas that are agreed in the mission based compact with the HEA.

GOALS AND STRATEGY

OVERARCHING STRATEGIC COMMITMENTS

A strategic plan by its very nature will look to the future, set challenging goals and outline a trajectory within which the Institute will endeavour to journey. As part of formulating a strategic plan it is important to cast an eye to the past, in particular to reaffirm long standing commitments which transcend strategic plans irrespective of their defined duration. Once such overarching commitment which this strategic plan will reaffirm is the commitment to continue the long term objective of delivering on the capital development master plan for the Institute. The Institute master plan was developed in 2000 with the intention of relocating all of the capital infrastructure from the South Campus to the North Campus in Dromtacker. This strategy remains a long term objective for the Institute. Significant progress has been made in the preceding years with almost 70% of the student population now calling the North Campus home.

The Institute is clear in its next priority capital infrastructure development project: the construction of the Kerry Sports Academy. The Kerry Sports Academy building will house - the UNESCO project, the CARA Adaptive Physical Activity Centre as well as providing a new state of the art home for the Health and Leisure department at undergraduate and postgraduate levels. It will provide teaching, learning and demonstration spaces for staff and students, while providing on campus access to up-to-date indoor, sports, leisure, fitness equipment and space. The Kerry Sports Academy will be an exemplar of best practice in physical design and practical application for accessibility for all. Considerable efforts with respect to philanthropic fundraising are underway and construction of the Kerry Sports Academy will commence within the life time of this strategic plan.

Following on from the planned commencement of construction of the Sports Academy, the Student Services Building will become the next priority capital infrastructure project for the Institute. In advance of the Student Services Building being realised, it will be necessary to continue to foster a vibrant on campus student community.

During this Strategic Plan time-line a needs analysis for the proposed Student Services building will be completed, this will help inform the initial design of the building. This needs analysis may also help identify more immediate needs to be addressed to improve the student experience. Where possible, improvements to existing student recreational space will be addressed through minor capital investment."

The
Institute of
Technology,
Tralee
Goals:

1

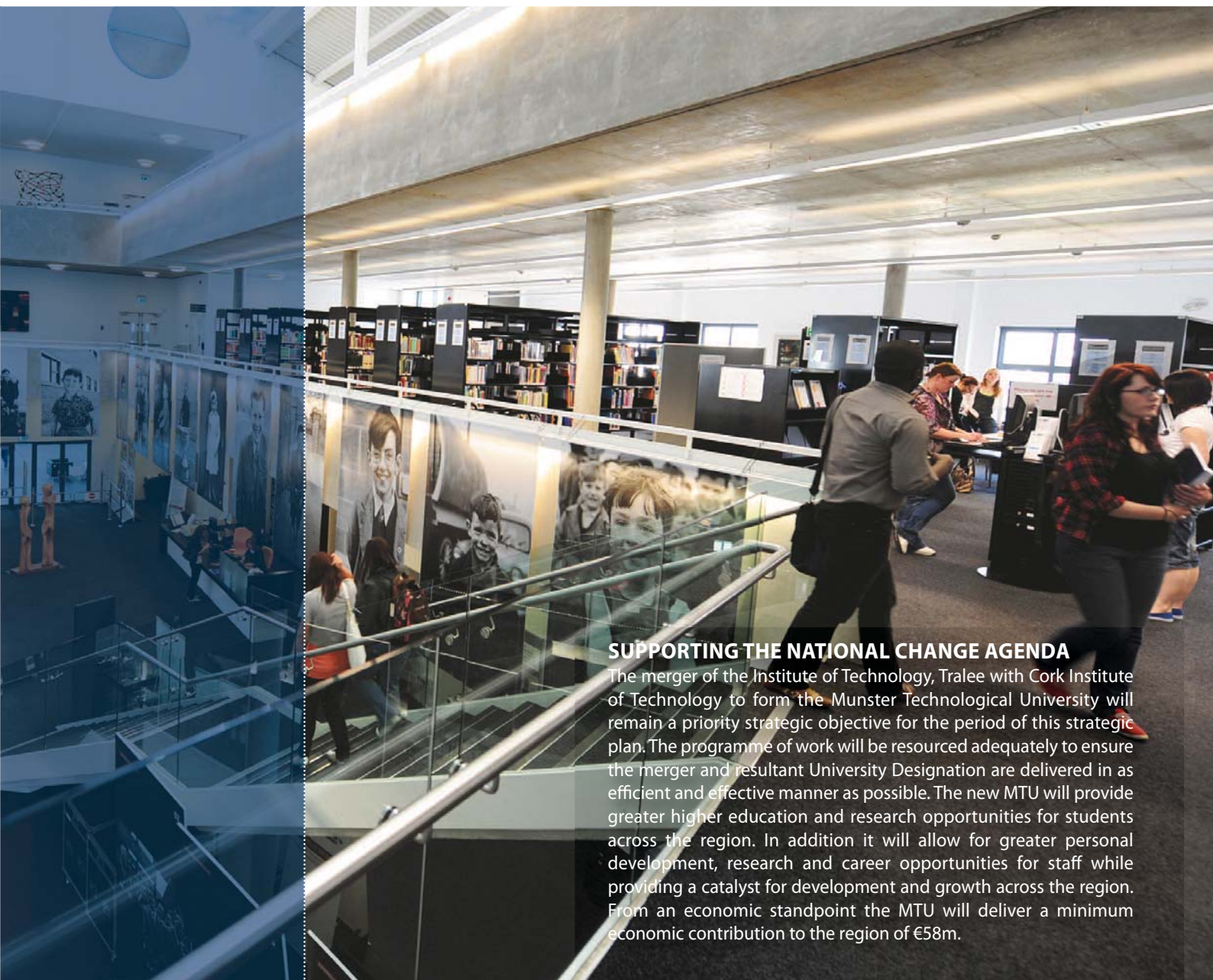
Regional clusters

2

**Participation,
equal access and
lifelong learning**

3

**Excellent
teaching and
learning and
quality of the
student
experience**



SUPPORTING THE NATIONAL CHANGE AGENDA

The merger of the Institute of Technology, Tralee with Cork Institute of Technology to form the Munster Technological University will remain a priority strategic objective for the period of this strategic plan. The programme of work will be resourced adequately to ensure the merger and resultant University Designation are delivered in as efficient and effective manner as possible. The new MTU will provide greater higher education and research opportunities for students across the region. In addition it will allow for greater personal development, research and career opportunities for staff while providing a catalyst for development and growth across the region. From an economic standpoint the MTU will deliver a minimum economic contribution to the region of €58m.

4

High quality, internationally competitive research and innovation

5

Enhanced engagement with enterprise and the community and embedded knowledge exchange

6

Enhanced internationalisation

7

Institutional consolidation

GOAL

1

Regional Clusters

Higher Education Institutions fulfil multiple roles; from education, teaching and learning to developing and refining knowledge as well as influencing its community, region and society in general. The value then of bringing HEIs together to form regional clusters further enhances the opportunities which the cluster can deliver to the region. Through the strategic dialogue process regional clusters among HEIs have been formed across Ireland. The ambition of the Regional Cluster - South Region, will be to form a successful cluster leveraging the best which each Institute has to offer with the intention of providing a better overall impact to the region in terms of responsiveness, improved progression pathways and enhanced cooperation across the HEIs involved.



TAs a member of the Southern Cluster, including Cork Institute of Technology; University College Cork; Institute of Technology Carlow and Waterford Institute of Technology, IT, Tralee has formalised participation arrangements within the cluster and in turn identified and agreed primary objectives for the Cluster.

SOUTHERN CLUSTER - PRIMARY OBJECTIVES

- Increase the capacity and responsiveness of the Irish higher education system;
- Deepen partnerships and collaborations among the cluster of higher education Institutes;
- Provide improved progression pathways between institutions;
- Enhance co-operation across Institutions in support of regional economic, social and cultural development;
- Build on existing successes in the areas of course development, collaborative research, entrepreneurship and innovation.

The Institute will foster its commitment to the development of alliances and collaborations, regionally, nationally and internationally. Across the Institute's research portfolio we will continue to collaborate and to form new alliances in addition to growing existing ones. This will be achieved through leading and participating in research projects which are in line with overall Institute strategy and within the Institutes research strategy.

REGIONAL CLUSTERS - IT, TRALEE OBJECTIVES

- Create a formal regional cluster between the named member Institutions.
- Improve student pathways, achieved through:
 - Producing a mapping profile which outlines learner opportunities and pathways for all disciplines across the cluster;
 - Develop uniform access/progression scheme for the cluster;
 - Review pathways profile based on new academic developments.
- Shared academic planning, achieved through:
 - a baseline mapping of academic programme provision across the cluster;
 - implementation of joint academic developments, informed by the baseline mapping process.

GOAL

2

Participation, equal access and lifelong learning

Across the spectrum of participation, equal access and lifelong learning, the Institute has been identified as not only meeting but regularly exceeding national targets. The Institute will continue to maintain this leadership trajectory while working with its southern cluster partners to create new joint pathways of access to higher education across the region.

The Institute's policy on access is designed to promote and facilitate entry to and participation in the academic programmes and student life of the Institute by mature students, students with disabilities, students from the Traveller community and other ethnic minority groups and students who experience social or economic disadvantage and lack of educational opportunity.

Supported by the Institute's Equality of Access and Participation Policy and the IT, Tralee Access Services Strategic Plan, specific key access commitments are being pursued Institute-wide.

The Institute's Lifelong Learning Strategy will focus on providing specifically designed programmes of study which will directly address needs across the regions industry, business and community. The Institute will continue to invest in the development and delivery of Labour Market Activation Programmes responding to national and regional demands. The continued development and delivery of programmes within the Springboard offering or other related national initiatives will continue to be supported. Directly addressing the needs of regional business and industry will be facilitated by working with external companies and community agencies to develop and deliver bespoke programmes to satisfy particular educational and skill development demands. Over the duration of this strategic plan the Institute intends to facilitate the up-skilling of circa 600 students through a variety of lifelong learning activities. Where appropriate, online and blended learning approaches to the design and delivery of suitable programmes will be pursued.



KEY IT, TRALEE ACCESS COMMITMENTS

- To facilitate non-standard admissions where possible;
- To facilitate mature learners' access to higher education;
- To support students with disabilities to participate fully in the academic life of the Institute;
- To develop teaching and learning practices that are effective in creating a positive learning environment that promotes access and participation for disadvantaged students;
- To provide fair, regular and ongoing support to students experiencing disadvantage and;
- To facilitate students from all ethnic minorities, especially members of the Travelling Community, the largest individual minority ethnic group in Ireland.

The Institute recognises that learners now access higher education through a variety of pathways. Not all learners have similar starting points and it is our intention to ensure that there are a range of pathways which are available into the Institute. Ensuring that learners and potential learners are facilitated to transfer and progress into and on from our programmes of study.

IT, TRALEE ACCESS AND PARTICIPATION OBJECTIVES

- Increase the participation rate on Institute programmes of new entrants with specific sensory, physical or multiple disabilities from a baseline of 21% in 2014 to a target of 24% in 2016.
- Increase the progression of students with disabilities who successfully complete the first year of their programme of study moving from 60% to 62% in 2016.
- To increase the participation rate of mature students entering full-time undergraduate programmes of study at the Institute from a baseline of 24% in 2014 to a target of 26% in 2016.
- To increase the participation rate of students from the non-manual, semi and unskilled worker groups on full-time undergraduate programmes of study at the Institute from a baseline of 25% in 2014 to a target of 27% in 2016.
- To increase the participation rate of students from the Travelling Community on Institute programmes.

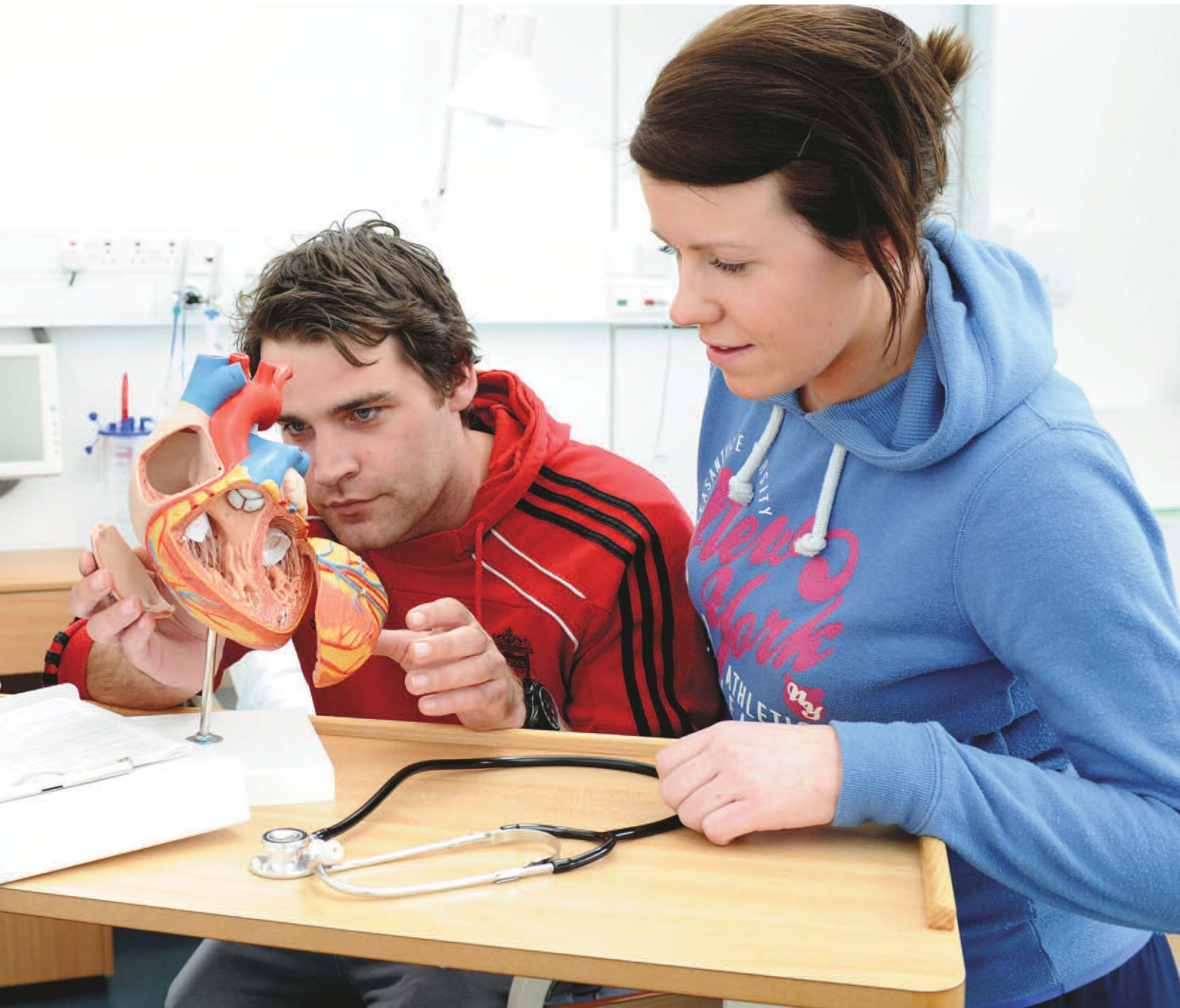
GOAL

Excellent teaching and learning and quality of the student experience

3

High quality teaching and learning is central to the success of higher education institutes. It is imperative that we continue to maintain a firm focus on quality teaching and learning within the Institute as this will directly encourage educational innovation and excellence.

Our students are discerning and expect a quality teaching and learning experience. The Institute has been fortunate due in part to our size relative to larger providers that the human contact aspect of the student experience is continually referenced as a reason to study in IT, Tralee. As the Institute grows and expands it is important that this sense of support and inclusion remains central to the strategic direction of the Institute.



Our greatest resource is our staff and the quality of the teaching and learning experience which they facilitate. Our staff recognise the pivotal role which they play in ensuring the provision of a quality service. The Institute will support staff in their efforts by ensuring that quality facilities and resources are in place to support their teaching and facilitate the learning experience by students of the Institute.

Training and support will be facilitated for teaching staff to assist them in developing their skill-set and creating awareness of techniques and technologies which may help them in the delivery of their programmes of work. Through the provision of learner supports for students the uniqueness of the learner will be reinforced, instilling each learner with the personal responsibility for their learning experience.

In a challenging higher education sector, programmes developed in niche areas have proven to be a successful strategy for the Institute. The educational innovation which quality teaching and learning encourages will reinforce the development of new niche programmes. The Institute will further empower the academic community to reflect upon existing programmes with the intention of improving how they are delivered and where necessary redeveloping them to better match societal and business needs.

Allowing for the development of graduates who are culturally aware, diverse in their views and with the interpersonal skills and knowledge to enable them positively contribute to the region and society.

IT, TRALEE TEACHING AND LEARNING EXCELLENCE AND STUDENT EXPERIENCE OBJECTIVES

- Increase completion and progression rates through enhanced generic and specific student supports leading to greater retention in specific categories: students with disability, students with specific learning difference, pathfinders. This will involve maintaining level 8 retention at 86% or above; while working to increase level 6 retention from a baseline in 2014 of 65% to 68% in 2016. In addition level 7 retention will be increased from a 2014 baseline of 73% to 76% by 2016.
- Development of postgraduate qualifications profile of the Institute's staff. Increasing the number of staff registering on postgraduate degree programmes by 5 for each of the years 2014, 2015 and 2016.
- Increase the number of students involved in civic engagement activity. Expand the availability of the community service initiative module across the Institute. Investigate the possibility to increase external links with community agencies to provide a broader experience to those students participating in volunteering activities.
- To increase the number of programmes delivered using blended learning approach from a baseline of 2 blended learning programmes involving 50 students in 2014, to 8 blended learning programmes involving 160 students in 2016.
- Promote a healthier Institute by fostering health promotion among staff and students.

GOAL

4

High quality, internationally competitive research and innovation

Research at IT, Tralee is defined as the creation, discovery and dissemination of new knowledge that possesses real societal and economic impact. Research at IT, Tralee is largely multidisciplinary, collaborative and focused on national and global research priority areas.

The institute has a vibrant and growing research portfolio and hosts a community of circa 80 post doctorate and postgraduate researchers and academic staff engaged in research activities. The Institute has developed five dedicated research centres of excellence which are embedded across the three academic schools of the Institute.



The growth in research collaborations in which IT, Tralee has lead and performed as partners has reinforced the Institute's position to a point where we have great opportunity to leverage our resources, intellectual capital and human resources as drivers for positive economic and societal change across the region.

As we progress along the pathway towards merger and designation as the Munster Technological University our research activity will support economic development and societal progress across the region. Multidisciplinary research clusters will form the focus of our research, this will allow the development of critical mass in areas of strategic importance for the region and indeed nationally. These research clusters will be outward facing, directly linking with research centres of excellence internationally, ensuring that the research portfolio of the Institute is positively influenced and supported to achieve results which will stand the rigour of the international research community.

IT, TRALEE RESEARCH AND INNOVATION OBJECTIVES

- Continue to grow and develop the level of research being undertaken within the Institute, ensuring that the quality and standard of research engaged is of an international standard. Growing the researcher headcount from a baseline of 50 researchers in 2014 to 70 researchers in 2016.
- Actively pursue non-Exchequer sources of investment in research with particular focus on the existing research centres. Increasing in proportion of non-Exchequer investment from 30% to 42% by end of 2016.
- Grow the number of research publications (international peer reviewed journals) across the research community in IT, Tralee from 10 to 16 per annum by 2016.
- Grow number of research projects delivered with industry by increasing the number of research collaborations with Enterprise. Moving from a baseline of 40 research projects in 2014 to 65 in 2016.
- Alignment of postgraduate numbers to TU criteria by growing level 9 and 10 degree students, from a baseline of 36, to see a 25% increase on intake year on year until the end of 2016.
- Doubling the commercialisation activity within the Institute's research centres through licences, invention disclosures and patent applications from 2014 to 2016. (Baseline of 5 grow to 10 by end 2016)

GOAL

Enhanced engagement with enterprise and the community and embedded knowledge exchange

5

The interactions which the Institute has with the community in which it operates and the accessibility of the Institute and our staff to the public will enhance the value which IT, Tralee delivers both within the region and across our stakeholder groupings. We value external contributions and inputs into how the Institute operates and how we address societal as well as workforce and economic challenges. The two-way process of knowledge exchange is one which IT, Tralee will actively participate in and encourage within and outside the organisation.



Our staff engage on a daily basis with the community, offering leadership, support and expertise across a broad spectrum of voluntary and community organisations and businesses. The values which we hold central to our day to day activities permeate the organisation. Awareness of our stakeholders, their:

- expectations, needs, views, hopes and ambitions for our community and region help direct how we go about delivering the best possible public service. Our institution is one of openness and transparency. Decisions are made with our stakeholders in mind and the future is viewed as one which should present as much opportunity as possible for all of our stakeholders.

- We recognise our success in research, and appreciate the rigour of the external reviews which allow us the great privilege to bestow awards and to recognise achievements among our students, graduates and alumni.
- We will develop non-exchequer sources of funding to develop new programmes, research projects and the capital infrastructure developments of the Institute, thus, decreasing the Institutes overall reliance on public funding. It is with great pride that we share our success with collaborative partners though winning and successfully delivering joint projects. As we form new alliances and collaborate further we gain additional confidence and look forward to the future.
- We will continue to deliver programmes from Level 6 to Level 10 addressing the current and future needs of the region. Niche programme development will continue, directly addressing regional and national needs while ensuring that the correct level and type of graduate enters the workplace with a view to contributing to the economic success and societal benefit of communities across the region. This will be to the benefit of the whole community: from school-leavers to mature students returning to education; from those in the workforce to the unemployed and those aiming to re-enter the workforce.

Programme development at the Institute will continue to focus on providing as holistic as possible an experience for each learner. Work experience is now an integral part of each Level 7 degree programme, facilitating learners in gaining real life work experience placed across business, industry and community groups with which our academic staff have built relationships over the years. The focus on work experience helps develop a deeper learning experience for students, allowing them to experience work environments in which they have the opportunity to practise their knowledge gained to date while developing additional skills to prepare them for entry to the workplace.

We actively encourage our learners to engage within our shared communities, understanding that volunteering within communities is an activity which delivers benefits for both the host agencies and the volunteer.

Student and staff community engagement provides a direct positive outcome for those volunteering and those who are being assisted. Community engagement and volunteering is visibly supported through the President's Civic Spirit award and through academic credit or service learning gained on designated programmes. This engagement brings real and meaningful positive results to the local community.

GOAL

5

Entrepreneurship underpins the ethos of the Institute who are committed to fostering and promoting entrepreneurship and enterprise in the local region. The Centre for Entrepreneurship and Enterprise Development (CEED) is a dedicated research centre and the focal point for entrepreneurship across the Institute. CEED brings together academics, spinout companies and student entrepreneurs, start-up businesses and researchers for the study and practice of innovation, entrepreneurship and enterprise. Student and academic enterprise engagement is fostered through the Discover ITT enterprise programme, a dedicated start-up accelerator exclusively for students, staff and alumni of the IT, Tralee.

Developing an enterprise culture is about providing the right environment for new ideas to grow alongside existing flourishing enterprises. Located at the North Campus, the Tom Crean Business Centre provides start-up businesses with an environment to build and scale an international business, combining office space with business support services in an environment rich with a network of entrepreneurs. With a focus on technology and knowledge intensive sectors, the centre offers a supportive environment and incubation facilities to assist innovators and entrepreneurs in taking their ideas from concept to full commercial success. The Tom Crean Centre is also home to New Frontiers participants, the Enterprise Ireland funded entrepreneur development programme delivered by the Institutes of Technology.

The shared vision of the IT, Tralee and Kerry Technology Park for the seamless integration of the business and learning communities has resulted in the development of one of Ireland's most successful business and learning environments. The shared campus has become a national role model and the interchange of ideas, skills, knowledge and energy among students, researchers, lecturers and entrepreneurs is key to the success of the campus as a whole.

In recognition of County Kerry's quality, efficacy and long-term success of its entrepreneurial vision it was awarded the prestigious title of European Entrepreneurial Region of the Year in 2011.

Recognising the important role which enterprise and the community play in promoting both societal and economic progress within the region, the Institute will maintain a focus on these areas with the understanding that mutual exchange and collaboration will in turn benefit academic teaching, research and the learning experience.

The Institute has built upon its reputation and profile by actively promoting its role as a major source of expertise in the South West. Based on the skills, knowledge and expertise of our staff we have formed new and stronger links with business, industry, community and educational organisations across the region. As a result the Institute is now well positioned to become a more significant force for positive change across the region. The Institute recognises its role as a resource locally and indeed nationally.



ENTERPRISE AND COMMUNITY ENGAGEMENT OBJECTIVES

- Regional employment creation through business start-up programmes such as the Enterprise Ireland funded New Frontiers entrepreneur development programme and IT, Tralee's Discover IT enterprise programme.
- Regional enterprise collaboration, providing support for Micros and SMES. Delivering value through:
 - Innovation support scheme;
 - Enterprise Ireland innovation voucher delivery;
 - Delivering training programmes for innovation idea generation
- Encourage interactive and applied learning across the Institute through market research projects, work based learning and work placements. Growing work placements from a baseline of 300 in 2014 to 600 in 2016.
- Develop community engagement through enterprise development and networking events:
 - Leading the county wide "Enterprise Month", a collaborative initiative across all enterprise supporting organisations encouraging entrepreneurs, start-ups and SMEs to build scalable and internationally trading enterprises;
 - Host the New Frontiers showcase and awards;
 - Host the Discover ITT showcase and awards;
 - Host the Entrepreneurial School Academy for TRADEIT;
- Develop Alumni engagement to achieve an end of 2016 target of 800 active business alumni.
- Promote the President's Civic Spirit (PCS) award amongst students and staff.
- Conduct an Institute wide audit on student and staff civic and community engagement, (to incorporate volunteering, service learning, community based research, and committee/organisational affiliations).

GOAL

6

Enhanced Internationalisation

The Institute will maintain its approach as an outward facing higher education institution. Aligned with national policy the IT, Tralee's international strategy will seek to deliver a high-quality education, accompanied by strong integration of international with domestic students and with a view to offering an international dimension and experience to students that will add significant value to their career outcomes. IT, Tralee will continue to identify international markets within which to recruit fee-paying international students.



The sustainability of this strategy for enhanced Internationalisation will require the balancing of the requirements of our domestic students, the fiscal benefits of recruiting fee-paying non-EU students and fulfilling the regional development mandate of the IT, Tralee.

Our internationalised campuses will continue to be hugely important for incoming international students. A core principle for IT, Tralee is to appreciate that the intercultural learning at home through encounters with international students directly benefits the domestic student population. Adding cultural diversity will enrich not just the horizons of the academic environment but will also broaden the diversity of the non-academic activities both on and off campus.

The international inter-institutional linkages formed by IT, Tralee will reach beyond staff and student mobility spheres and will feature the widening and intensification of collaborative institutional and research links with international partners, cooperative revenue generation initiatives, transnational education and enhanced knowledge transfer. IT, Tralee will continually seek to improve and innovate across a range of activities, delivering curricula that are appropriately internationalised and structured to meet the educational needs of the international student cohort. The development of models of best practice will be aided considerably by the ability to learn from partner institutes.

INTERNATIONALISATION OBJECTIVES

- Grow fee paying student recruitment onto IT, Tralee Award Programmes from a baseline of 110 increasing by 10% year on year.
- Maintain and manage the population of International students at IT, Tralee in line with the percentage of international students attending higher education in the top performing destination countries for internationalised education. Maintain at 15% and grow to 16% by 2016.
- Grow and maintain a sustainable portfolio of international student markets, enhancing the Institutes internationalised learning environment. This strategy will also reduce the risk of overreliance on a particular set of countries.
- Maintain and manage the collaborative IT, Tralee/RCSI Medical Commencement Programme.

GOAL

Institutional Consolidation

The Institute will progress the merger with Cork Institute of Technology with the objective of attaining Technological University status and the formation of the Munster Technological University.



The Institute acknowledges the importance of strong collaborations and alliances in pursuing its mission and in ensuring that the skills and resources of the Institute are complemented where possible by external expertise and world class resource and knowledge. The Institute has formed a strong working relationship with CIT. To date we as partners have successfully navigated our way through the process and criteria for designation as a Technological University.

The process has allowed the development of working relationships across both organisations to a point where relationships built on trust and respect have formed. As stated in the detailed consolidation plan submitted jointly in June 2014 "Together we will build on our individual strengths, our extensive experience and our passion for education to create the Munster Technological University. The MTU will grow from the foundations laid down by CIT and IT, Tralee and will thrive and flourish, meeting the needs of stakeholders and leaving a strong positive legacy in the South West Region for future generations to come". (*Establishing the Munster Technological University, June 2014*).

INSTITUTIONAL CONSOLIDATION OBJECTIVES

Achieve Designation as a Technological University by merging with Cork Institute of Technology. Having successfully achieved stage 3 of the process towards technological university designation in December 2014 the Institute of Technology Tralee will merge with CIT in 2016.

Institute of Technology, Tralee

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